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Career

Digital transformation uses technology as a means, not an end. We should not think of it as just a digital transformation. We should drive an end-to-end business transformation. (Forbes Insight 2016).

Professionally my essential competence is how to re-create value for the employees, the customers, the partners, the stakeholders and drive the end-to-end business transformation with (new) innovative/disruptive focus on eg.

- horizontal approach cross different business entities
- customer segmentation
- innovative services offering
- agile structure
- financial models
- external eco system
- internal (flat) organisation
- adapted competences
- diversity / Inclusiveness

Current Functions

Corporate Vice President BeNeLux GFI (September 2019)

To reinforce the global presence and following significant acquisitions in the past 12 months, the Group has decided to split the current EEMEA business in two regions.

I have joined the Group as Corporate VP to oversee the development of the BeNeLux region.

The goal is to accelerate the Group's profitable growth in the region by extending the offers based on GFI experiences and capabilities.

Digital Champion Belgium

Digital Mind of Belgium

Stimulated by Neelie Kroes, the first European Commissioner for the Digital Agenda, the European Council decided in 2011 to fully focus on the digital single market. President José Manuel Barroso asked each Member State by letter to appoint a Digital Champion in order to achieve that purpose. Since 2012 I have been mandated by EU Commission and the Belgian Federal Government to execute the role of Digital Champion for Belgium.

A Digital Champion occupies a sensitizing role and collaborates with citizens, communities, and companies in order to boost the digital economy's growth. The European Digital Champions regularly meet each other and advise the European Commission about its digital policy.

To stimulate the roll out of the Digital Agenda in Belgium she sensitizes all parties involved in 5 areas:

- Digital Economy
- Digital Government
- Digital Infrastructure
- Digital Security
- Digital Skills

The focus of 'Digital Champion BE' is to encourage digital skills in general (education, industry, government) with a special inclusive focus on minority groups in the society.

As since 2014 the different actions have been integrated in DigitalBelgium.be I have a close collaboration with the federal minister for the Digital Agenda.

For more information on the Digital Champions:

<https://ec.europa.eu/digital-agenda/en/digital-champions>

www.digitalbelgium.be

www.digitalchampions.be

Member EU Governing Board for Digital Skills and Jobs (European Commission)

The Digital Skills and Jobs Coalition Governing Board provides strategic leadership and gives high-level advice to improve the functioning and the impact of the Coalition as well as monitoring its overall progress

For more information

<https://ec.europa.eu/digital-single-market/en/governing-board-digital-skills-and-jobs-coalition>

Digital Transformation : an opportunity for new Value creation !



Square the Circle

To solve an impossible (or seemingly impossible) problem or situation.

After the industrial revolution, we are living very interesting times of change. Although still a lot of people think that Digital is only equal to technology, I explain in the different keynotes the total context of Digital Transformation which is based on a change of society more than technology.

- Everything and everybody is connected
- The user is in the driver seat
- Competition is not coming your of your sector
- Digital Skills is more than technical skills
- Security is about ethics
- Diversity is a must (culture, gender, age, ...)
- Change of culture is more important than tools or processes

After more than 25 years of operational execution of the full transformation of the end-to-end business, I'm now available to support the CEO in the challenges of the Digital Disruption.

How can we together solve the seemingly impossible challenge?

- horizontal approach cross different business entities
- new customer segmentation
- innovative services offering
- agile structure
- adapted financial models
- external eco system
- internal (flat) organisation
- adapted competences
- diversity / Inclusiveness
- ...

Board positions:

- Independent board member & President of the board Media Invest Vlaanderen
- Independent board member of board of University of Antwerp
- Independent board member Elia
- Independent board member Axa Insurance Belgium
- Independent board member BPost
- Dependant board member Future Technology Fund (representing Flemish Government)

Author of the book 'Iedereen Baas!' – 'Tous Patrons!'

Hoe laat u vier generaties efficiënt samenwerken?

Buig de verschillen tussen Generatie X, Y, Z en de babyboomers om tot een krachtig voordeel

Vanaf 2016 komt generatie Z op de werkvloer. Doordat babyboomers langer aan de slag blijven, zullen bedrijven en overheidsorganisaties uitzonderlijk vier generaties moeten laten samenwerken. Vier generaties die elk hun eigen kenmerken hebben en hun eigen bijdrage leveren aan de organisaties. Generaties met een eigen cultuur, eigen waarden, een eigen manier van werken.

IEDEREEN BAAS ! leert hoe deze verschillen met elkaar te verzoenen en ze bovendien als een troef uit te spelen voor uw bedrijf.

Behalve een concreet en onmiddellijk toepasbaar stappenplan, bevat het boek talrijke tips & tricks. De bijzondere aandacht voor de rol van het digitale in de werking van bedrijven maakt Synergie van generaties tot de ideale voorbereiding op de toekomst voor uw bedrijf.

"Nieuwe generaties denken vanuit digitale mogelijkheden. Saskia Van Uffelen betoogt op inspirerende wijze dat het voor de werkgever de hoogste tijd is om gereed te zijn voor hun ideeën en ambities."
Neelie Kroes, Vice-president Europese Commissie

"De nieuwe generaties werknemers houden een totaal nieuwe manier van werken aan, en bedrijven moeten zich organiseren als netwerken. Saskia Van Uffelen schetst treffend hoe de jonge generatie bedrijfsleiders dwingt na te denken over nieuwe organisatievormen."
Peter Hinssen, voorzitter Across Technology

Awards

- ICT Woman of the year 2011 in Belgium (Datanews)
- Inspiring Women in Science, Technology and research 2013 (Luxembourg)
- Gulden Spoor voor Economische uitstraling 2016 (Vlaanderen)
- Nominated Digital European Woman of the Year 2016 (ADA)
- 10th place in Top 25 van Invloedrijke Belgen in de wereld (2017) (<https://charliemag.be/wereld/charlies-top-25/>)
- Nominated as Manager of the Year 2019 (Trends)
- Leadership award 2019 (Etion)

Some aspects of my profiling:

Transformation of organizations in order to adapt to new economic realities: New Value Creation

Constant evolution critical for success. Some specific domains are changing the go-to-market model and P&L from indirect to direct, transformations in business models and P&L from products to services, and from volume to value

Managing an organization in an M&A context (before/during/after)

Acquisition always looks easy on paper, but it requires special analysis and attention to the human resources element.

Optimizing processes in private and public companies

Improving the efficiency of organizations or the quality of service through process optimization based on experience and the knowledge of the characteristics of private and public companies

Balanced leadership

A healthy combination of leadership, management and entrepreneurship with a feminine touch.

Inclusion of the new generation

Today, we have to manage different generations with their various requirements. In 2016, Generation Y will be added to the workforce. We need to adapt our current organizations to be ready for them.

Author of the book 'Iedereen Baas!' – 'Tous Patrons!'

Role model

Internal leadership and external networking.

Personal Data

Born: Mortsel 11/12/61

Nationality: Belgian

Marital status: Married – 5 children

Languages:

Dutch, French, English – understanding of German

Education:

1966– 1980	St Ludgardisschool Antwerpen Lagere School – Moderne Humaniora
1981 – 1982	Hoger Pedagogisch Instituut Antwerpen (*)
1981 - 1983	Hoger Instituut voor Lichamelijke opvoeding Antwerpen (*)

(*) The combination of the two also allows me to work in the Physical Education field.

Other Training:

Various skills and technical and behavioural training, e.g.

Learning International

Complete training in Sales and Management as part of the Xerox School

Leader Academy:

Intercompany leadership training

Two year intercompany sessions 1993 – 1995 at own cost and on own time

Guberna

Instituut voor bestuurders

Regular speaker at events for talent management, leadership, change management, diversity, disruptive digital revolution, cybercrime and so on and so forth.

My strenghts

- Dynamic**
- Enthusiastic**
- Entrepreneurial**
- Strong analytical skills**
- Open and critical mindset**
- innovative - Disruptive**
- Customer- & business-oriented**
- Straightforward**

Previous Function

CEO Ericsson Belux (May 2014 - March 2019)

Ericsson is the driving force behind the Networked Society - a world leader in communications technology and services. Our long-term relationships with every major telecom operator in the world allow people, businesses, and societies to fulfill their potential and create a more sustainable future.

Our services, software and infrastructure - especially in mobility, broadband and the cloud - are enabling the telecom industry and other sectors to do better business, increase efficiency, improve the user experience and capture new opportunities.

With more than 110,000 professionals and customers in 180 countries, we combine global scale with technology and services leadership. We support networks that connect more than 2.5 billion subscribers. Forty percent of the world's mobile traffic is carried over Ericsson networks. And our investments in research and development ensure that our solutions - and our customers - stay in front.

Founded in 1876, Ericsson has its headquarters in Stockholm, Sweden. Net sales in 2013 were SEK 227.4 billion (USD 34.9 billion). Ericsson is listed on NASDAQ OMX stock exchange in Stockholm and the NASDAQ in New York.

Missions – Achievements Ericsson

The biggest challenges for the Ericsson organisation in Belgium and Lux in 2014 were the efficiency of service delivery, the dependency of one customer and very competent people but not working as one team.

The organisation was seen by the customer as a reliable vendor (we order something and you deliver) but the way to get there was very time & cost consuming.

So, I created a vision to create a new Value Add for Ericsson BeLux in 2020 (Strategic ICT Partner for our customers) with an in between step of 2016.

Some realised achievements:

- Clean up of all historical claims, financial risks who were created since 2011
- Created new sales dynamics
- Second large managed services contract signed in 2016 (Total Value 150Mio euro)
- Increasing the business to +- 100Mio euro with extremely improvement on margin through a completely retransformed delivery organisation
- Through 'BeProud' program focusing on cultural change and 'one team' resulting in the best ever employee engagement score for BeLux in 2015 & the best of the whole region
- Signed up strategic IT & Media deals in the context of diversification
- Created best Managed Services entity for 2 of 3 operators
- Managing the social partners even in turbulent times
- Bringing Ericsson back on the map in BeLux.
- ...

My career before Ericsson

November 2008 - Maart 2014

CEO of Bull Belux and Bull European Institutions

Bull designs and develops servers and software for open environments, integrating the most advanced technologies, and proposes a wide range of services, from system integration consultancy to outsourcing. Bull brings its customers its expertise and knowledge to help them with the transformation of their information systems and to optimise their IT infrastructures and applications.

Bull is particularly present in the public sector, and in the banking, finance, telecommunication and manufacturing sectors. Capitalizing on its wide experience, the Group has a thorough understanding of the business and specific processes of these sectors. Its distribution network extends to over 100 countries worldwide.

CEO of CSB Consulting Belux

The CSB Consulting Group is a fast-growing provider of professional IT services, active in Belgium and Luxemburg. Since its inception in 1999, it has successfully established itself as a major player for the delivery of the following services to both the private and public sectors: Strategic IT consultancy, SLA-based managed services, System integration and bespoke development, GIS, geo-spatial technology consultancy, System administration & DBA, Mainframe & AS400 consultancy.

Missions – Achievements Bull

On my arrival in 2008, I created and communicated a transformation project (B-XL) to transform Bull from being a Reliable Vendor to being recognized as a Strategic Partner by and for our customers, in 2020.

The business volume of €77M (consolidated) in 2013 has now evolved to a balanced mix between Infrastructure and Services.

The double-digit growth achieved in orders and revenue is also confirmed for the coming financial year. Since my arrival, the Services Business margin has grown from a negative result with a high risk of penalties to one that is now double-digit positive and risk-free.

During the last three years, we have managed to penetrate the European Institutions, from almost no presence to being in the Top 10 list of IT Providers in this segment.

The acquisition of CSB Consulting (2008) has been successfully integrated resulting in an improved bottom line & business growth with more added-value profiles while confirming CSB's market identity.

Local empowerment within the group is high, measured on full P&L & EBIT results.

November 2005 - October 2008: Arinso International - NorthgateArinso

ARINSO International is a market leader in innovative HR Services.

With over 6,000 professionals in 35 countries worldwide, Arinso helps leading organizations to achieve HR Excellence. The business covers HR strategic consulting, IT integration projects (SAP HR) and HR Operations (outsourcing).

In June 2007, after a change of control, the company moved under the UK management of Northgate.

Vice President – Regional Executive

As Executive Director, I was responsible for Central and Eastern European regions covering Belgium (European HQ), Germany, Switzerland, Austria, Russia, Eastern Europe and Poland (Near-shoring for Europe).

My responsibilities included the full business and P&L scope.

In the beginning, the greatest challenge was to align the different entities (Arinso, Arinso People Services, ...) in terms of business objectives and processes, and improve an attrition rate of more than 25% to one that was lower than 10%.

A high-level priority process in the company that had to be automated was the PAYROL process, being the most business-critical one in that any issue (direct or indirect) could drastically impact the entire corporate operation. At the time of my arrival, some of the contracts required urgent improvement. My personal commitment helped to improve the governance and the management scope, and led to a more positive relationship with the trade unions.

In 2007, the owner decided to resell the company. As VP, I actively participated in the due diligence exercise and in the sale of the company.

1990/2005 Hewlett Packard - HP Belux

For a period of more than fifteen years, I had various roles and responsibilities linked to sales and marketing as individual contributor and as manager, member of the Country Board managing various official mandates for HP (Workers Council, Pension Plan, Prevention and Protection Committee)

2003 – Sept 2005: Country Manager Belux Customer Solutions Group

Since May 2003, HP has integrated the different sales teams & marketing teams for the B2B customers into one team: CSG, thereby allowing me to cover the sales of all HP's Services business (Customer Support, Consulting and Integration, Outsourcing), Value and Volume Products and Software business.

In addition, I was managing the company's marketing for mid-market and small business customers, including tasks such as business development, country and press communication and demand generation.

Supervision of the operating, sales support and pre-sales teams was also part of my remit.

I was thus involved with a 180-strong team who covered ±\$800M per year. Apart from the revenue, I was also responsible for the margin and OPEX for the Belux HP market within this division.

2001 – 2003: HP Country Manager Belux Personal Systems Group

Mission : managing the HP/Compaq Merger

Reporting to a Regional Manager (Nordics and Netherlands) and part of the Belux Country Management Team, I handled the integration of the client business (Consumer + B2B PC) of HP and Compaq and had the Country lead for the Channel and SMB businesses. It was an end-to-end responsibility, including product management, marketing, sales and total P&L supervision.

1999 – 2001: Compaq Belux Sales Director Channel & Enterprise Accounts

In addition to the role of Channel Sales Manager (Consumer + B2B), I took on the lead for the enterprise business. Because of the market trend, Compaq had evolved into a hybrid sales team covering direct-indirect volume and value, and the Services and Products of a sales-driven business. The end user sales force was organized around vertical market segments (telecom, industry, government and finance) covering 60% of the Belux company's total revenue.

1998: Compaq Channel Sales Manager

Mission : integration of DIGITAL

As a member of the Sales Management team, I was actively involved in the integration of the Digital (Channel) Sales force. Managing the cultural difference whilst transforming both previous companies into a single new one was a major challenge which we successfully achieved.

1993: Compaq Channel Business Development / Marketing

After a sales role, I moved to a marketing responsibility, covering all channel programs and channel business development activities (consumer + b2b). The start-up of the value channel was one of my major accomplishments.

1991 – 1993: Compaq Channel Account Manager Belux

I was hired for this role in order to manage the reselling channel partners in Belgium and Luxemburg. Because Compaq had a sales model run 100% through partners, this was the company's core business.

1989 – 1991 XEROX

- Channel Management (Zaventem)
- Sales and Management Training (Antwerpen)

1987 – 1989 CP Bourg

- Sales Management Antwerp & Limburg
Responsible for the revenue of the Antwerp & Limburg geographical market segment.
As no structure existed at that time, the objective was to create a customer database, a sales structure, a KPI system and a maintenance service with a recurrent revenue objective.

1985 – 1987 BDS – Business Data Systems

- Participating (as the first hired employee) in an IT start-up in software development in a non-standard CPM environment focusing on the financial stock exchange market.